



HR Function Audit Checklist

Recruitment & Selection

- Are there job descriptions for each position within the organization?
- Are all job descriptions up to date?
- Are current employees made aware of job openings within the organization?
- Does the company use job advertisements?
- Are applicants required to complete application forms for open positions?
- Do application forms refrain from asking information about prohibited grounds?
- Are unsuccessful candidates notified?
- Is there a standard offer letter?
- Is there a standard contract? Has it been checked by a lawyer?
- Are all new hires reported to the CRA?
- Are the references of job applicants checked?
- Is attrition/turnover monitored?
- Is cost per new hire being calculated?
- Are hiring costs within budget?
- Is training provided for those who conduct interviews?

New Employees

- Are workplace policies and procedures reviewed with all new hires?
- Are company policies and procedures applicable to the work environment?
- Are all policies and procedures communicated and enforced?
- Is there an employee handbook?
- Is the employee handbook specific to your workplace?
- Is there an orientation or on-boarding policy?
- Are new hires provided an orientation?
- Are new hires introduced to others employees, including management?
- Are new hires trained appropriately for their job?

Training & Development

- Are employees provided training for new processes and procedures required to complete their job duties?
- Are employees provided with opportunities to develop their existing skills?
- Are employees evaluated after completion of training programs?
- Are training initiatives within budget?
- How are managers and supervisors trained and prepared for their roles?



Health & Wellness & Safety

- Are all employees provided with Health & Safety training?
- Are all employees provided with emergency numbers, human rights commission and labor board information?
- Are employees encouraged to promptly report incidents, and suggest ways to reduce or eliminate risks?
- Are workplace injuries, near misses and accidents being reported, documented, and investigated?
- Are employees' worker's compensation files kept secure and separate from their employee file?
- Is regular contact made with employees out on workers' compensation?
- Is there a Health & Safety Policy in place, and is it updated on an annual basis?
- Is there an effective Return to Work Policy and Procedure in place?
- Is the Health & Safety Policy posted in a conspicuous place and signed by the head of the organization?
- Are there first aid stations with posted first aid regulations?
- Are emergency evacuation plans and procedures established?
- Are measures in place to prevent intruders from entering the grounds or buildings?
- Is bright, effective lighting installed indoors and outdoors?
- Is there a Health & Safety committee established?
- Are workplace inspections conducted monthly and documented?
- Are workplace inspections documents reviewed and signed by management?
- Is there a policy on discrimination and harassment?
- Is there an established wellness program?
- Is office and building infrastructure accessible to disabled employees?

Compensation

- Is there a formal pay structure?
- Is the pay structure reviewed regularly?
- Is there documentation pertaining to hours worked?
- Has the compensation plan been communicated to all employees?
- Are the appropriate payroll deductions being made?
- Are employees paid on time, and is pay free from discrepancies?
- Does the compensation structure adhere to employment standards?
- Are there procedures developed pertaining to paid time off (vacation, stat holidays, etc.)?



Benefits

- Are there incentives in place?
- Is there a benefit plan in place?
- Are employees aware of the details of their benefit plans and incentives?
- Who administers the benefits?
- Is the employee's health care information kept in a private, confidential location?
- Is there a recognition program in place?

Performance Management

- Is there a performance management policy in place?
- Is the effectiveness of the performance management practices reviewed on a regular basis?
- Is the quality and quantity of work evaluated?
- Is there a correlation between performance and compensation?
- Is there a process for employees to lodge complaints?
- Is there a whistleblower policy?

Attendance Management

- Is there an attendance management program?
- Is there an effective leave policy in place?
- Are workweeks identified and defined?
- Are full-time and part-time hours defined?
- Are shifts defined?

Recordkeeping and Documentation

- Are employee files up to date and retained for the appropriate length of time?
- Is employee information kept confidential?
- Are records of all training (i.e. Health & Safety) received, maintained and updated?

Administration

- Do the goals of the Human Resources department align with those of the organization?
- Are hours of work established for each role within the organization (including full-time and part-time)?
- Is there open communication to and from the HR department?



Termination of Employment

- Are exit interviews conducted?
- Is the information garnered through
- Is there a a progressive discipline policy in place?
- Is this policy communicated to all employees?
- Do terminations adhere to employment standards with respect to notice, termination pay, etc.?

Management

- Are HR goals in line with those of the organization?
- Is there open communication to and from the HR department?
- Is the HR department/manager/leader at the same pay level as other senior executives?
- Is the HR department/manager/leader consulted by the other senior executives during planning
- Are all supervisors and managers trained in all HR policies (discrimination, harassment, health, safety, etc.)
- Is there a talent management plan in place?